

ANNUAL ASSESSMENTS

Program: _____ Year: _____

Executive Director: _____ Chair/President: _____

INSTRUCTIONS

This survey will be used to give the assessment team a snapshot of your progress and issues. We will use it as a starting point for our on-site visit.

The survey has four sections, one for each of the Four Points. **The relevant Committee should complete each section**, with assistance from the Executive Director as needed.

Please add more detail or explanation on how your program is doing in the comment space provided. Provide examples of the program's work and achievements in addition to information requested in the survey.

The survey and the visit are opportunities for the organization to make an honest, objective self-assessment, so please answer the questions with this in mind. The questions are based on the principles and best practices of the Main Street Approach™ that programs **should** strive to have in place. Main Street is an on-going process and we recognize that not every program has all these elements in place at any one time.

Attachments requested:

- ☐ Annual budget
- ☐ Annual workplan, including vision and mission statements
- ☐ List of current Board and Committee chairs
- ☐ Annual Promotions calendar

ORGANIZATION

This component of the Main Street Four Point Approach focuses on building collaboration and support for neighborhood business district revitalization among a broad range of public and private sector groups, organizations, and constituencies. Building this collaboration and support involves attracting people and money to the program. This component also deals with the on-going management of the Main Street organization, including financial, personnel and strategic management.

The Executive and/or Organization Committee should complete this section.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes		No

Please check the statements that **most** apply to your organization and program, using the box on the left if your response is “Yes” -- the middle box if your response is “Yes, but we need additional development/assistance” -- and the box on the right if your response is “No”.
Feel free to write any additional comments in the margins.

1) Board of Directors, Committees and Volunteers (include current list of Board and Committee chairs)

The Board understands its roles and responsibilities and works to meet them and to make the program succeed, including:

- ☐ ☐ ☐ actively fundraising from a variety of sources
- ☐ ☐ ☐ actively promoting and advocating the program to the community
- ☐ ☐ ☐ communicating to the public with a unified voice

The majority of Board members have attended the following:

- ☐ ☐ ☐ *Main Street “101”* or National Main Street Basic Training (specify how many attended) _____
- ☐ ☐ ☐ *Board Roles and Responsibilities Training* (specify how many attended) _____
- ☐ ☐ ☐ *DC Main Streets Conference* (specify how many attended) _____
- ☐ ☐ ☐ *National Town Meeting on Main Street* (specify how many attended) _____

The Board has:

- ☐ ☐ ☐ well-managed, regular monthly meetings, with an advance agenda and regular distribution of minutes
- ☐ ☐ ☐ established operating policies and procedures including communication and personnel policies, and operating procedures
- ☐ ☐ ☐ a local orientation session for new Board and Committee members
- ☐ ☐ ☐ job descriptions and/or letters of commitment explaining Board member responsibilities (please attach examples)

The four Committees have:

- ☐ ☐ ☐ regularly scheduled meetings with an advance agenda that addresses the Committee work plan
- ☐ ☐ ☐ responsibility for the implementation of the work plan
- ☐ ☐ ☐ attended the *DC Main Streets Conference* (please specify how many attended) _____

There is a formal program for:

- ☐ ☐ ☐ volunteer recruitment and orientation
- ☐ ☐ ☐ annual recognition of volunteers are recognized through a special activity

2) Community Support and Outreach

Your Main Street program has:

- ☐ ☐ ☐ a wide cross-section of the community represented on the Board of Directors and on Committees
- ☐ ☐ ☐ broad-based financial support from the community
- ☐ ☐ ☐ District of Columbia government philosophical support
- ☐ ☐ ☐ District of Columbia government programmatic support
- ☐ ☐ ☐ District of Columbia government financial support
- ☐ ☐ ☐ a Letter Agreement with District of Columbia government (please include copy)

Your Main Street program:

- ☐ ☐ ☐ works in partnership with other organizations and entities in the community; please specify:

- ☐ ☐ ☐ has regular communication to the community at-large about the program through press releases, newsletters and special programs

3) Vision, Mission and Work plan (please include copies)

Your Main Street program:

- ☐ ☐ ☐ a written mission statement
- ☐ ☐ ☐ a written vision statement that shows a clear understanding of what can be accomplished through the program

The work plan:

- ☐ ☐ ☐ is developed by the Committees with input and final approval from Board through a formal process
- ☐ ☐ ☐ is reviewed by the Board on a regular basis
- ☐ ☐ ☐ distributes work activities and tasks to a broad range of volunteers and program participants
- ☐ ☐ ☐ contains measurable objectives, including time lines, budgets, desired outcomes, and specific responsibilities

The work plan has a balance of appropriate activities in each of the four program areas –

- ☐ ☐ ☐ ORGANIZATION (volunteer management and leadership development, fundraising, public relations)
- ☐ ☐ ☐ DESIGN (design education, visible design projects and other streetscape improvements, incentives)
- ☐ ☐ ☐ PROMOTION (retail, special event, image)
- ☐ ☐ ☐ ECONOMIC RESTRUCTURING (market analysis, business assistance, recruitment, property development, incentives)

4) Operating Budget, Financial Management and Financial Stability

The program budget (**please include copy**) is:

- ☐ ☐ ☐ specifically dedicated to the purpose of revitalizing the neighborhood business district
- ☐ ☐ ☐ adequate to achieve the program's goals
- ☐ ☐ ☐ adequate to cover the salary and fringe benefits of staff members, as well as other administrative expenses
- ☐ ☐ ☐ adequate to cover professional training and development and the associated travel

The budget is developed by the following (please check those that are involved)

- ☐ ☐ ☐ Executive Committee
- ☐ ☐ ☐ entire Board
- ☐ ☐ ☐ committees
- ☐ ☐ ☐ staff

Private community revenue sources are varied and broad-based, including:

- ☐ ☐ ☐ membership
- ☐ ☐ ☐ corporate sponsorships
- ☐ ☐ ☐ special Events
- ☐ ☐ ☐ merchandise sales: Approximate income from sales \$ _____
- ☐ ☐ ☐ other _____
- ☐ ☐ ☐ there is a process for financial oversight and management
- ☐ ☐ ☐ the Treasurer makes regular monthly financial reports to the Board
- ☐ ☐ ☐ the Board is taking steps to ensure the long-term **financial stability** of the Main Street program; please explain.

5) Personnel Management and Development

The Main Street Executive Director has:

- ☐ ☐ ☐ a salary that is consistent with those of other community and economic development professionals within the locality
- ☐ ☐ ☐ at least part-time administrative assistance
- ☐ ☐ ☐ a written job description and performance expectations
- ☐ ☐ ☐ a formal performance evaluation on an annual basis
- ☐ ☐ ☐ regular feedback, encouragement, and guidance throughout the year
- ☐ ☐ ☐ adequate training and continues learning about revitalization techniques and issues
- ☐ ☐ ☐ adequate **written** staff management policies and procedures are in place (please attach if available)
- ☐ ☐ ☐ a clear "chain of command" and ultimately "one boss" (the chair or president) who guides and directs the Executive Director
- ☐ ☐ ☐ the Executive Director provides regular monthly reports to the Board of Directors

6) Monthly Reporting and Measuring Program Success

- ☐ ☐ ☐ the program submits monthly reports on time, as specified by DC Main Streets.
- ☐ ☐ ☐ the program tracks and **promotes** other measures of success including increases in property assessments, increases in retail sales, volunteer hours.

List the types of projects or activities that the Organization Committee completed last year, in the following areas:

FUNDING PLAN OR FUNDRAISING

- 1)
- 2)
- 3)
- 4)

PUBLIC RELATIONS

- 1)
- 2)
- 3)
- 4)

VOLUNTEER RECRUITMENT/RECOGNITION

- 1)
- 2)
- 3)
- 4)

List unfulfilled ambitions for the committee (e.g., disappointing results, cancelled projects, etc.)

- 1)
- 2)
- 3)

List any NEW projects or activities the committee will be undertaking this year:

- 1)
- 2)
- 3)

List 3 items or topics to discuss with the assessment team in the area of Organization.

- 1) _____
- 2) _____
- 3) _____

DESIGN

This component of the Main Street Four Point Approach works to improve the neighborhood business district's physical environment by renovating buildings, constructing compatible new ones, improving signs and merchandise displays, creating attractive and usable public spaces, and ensuring that planning and zoning regulations support Main Street revitalization.

The Design Committee plays a key role in shaping the physical image of the commercial area as a place attractive to customers and clients, investors, business owners, residents, employees and visitors. To succeed, this Committee must educate others about good design; provide good design advice; advocate and plan redevelopment; and motivate others to make changes through incentives and targeting key projects.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes		No

Please check the statements that **most** apply to your organization and program, using the box on the left if your response is "Yes" -- the middle box if your response is "Yes, but we need additional development/assistance" -- and the box on the right if your response is "No".
Provide additional comments in the margins.

The Design Committee has an active and effective design management program, including:

- ☐ ☐ ☐ financial incentives for design projects
- ☐ ☐ ☐ local design assistance
- ☐ ☐ ☐ tax abatement for rehabilitated property
- ☐ ☐ ☐ design education; please specify _____
- ☐ ☐ ☐ Federal and/or DC historic district designation
- ☐ ☐ ☐ designated district or overlay with design review
- ☐ ☐ ☐ design guidelines
- ☐ ☐ ☐ sign ordinance or guidelines
- ☐ ☐ ☐ building inventory
- ☐ ☐ ☐ architectural survey
- ☐ ☐ ☐ special zoning overlays for parking, infill construction, other; please specify _____

If there have been significant positive changes in the appearance of the commercial area during the last year, then indicate the results of the following:

	2003	2002
Facade improvements		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> planned	_____	_____
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> in progress	_____	_____
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> completed	_____	_____
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> previously completed facade improvements are being maintained and periodically refreshed.		

Substantial rehabilitation of buildings

- ☐ ☐ ☐ planned _____
- ☐ ☐ ☐ in progress _____
- ☐ ☐ ☐ completed _____
- ☐ ☐ ☐ buildings are being preserved rather than demolished

Indicate the number of demolitions that have occurred in the past year: _____

Were any demolitions of structures contributing to the architectural or historical significance of the district?

	2003	2002
New construction/infill projects		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> planned	_____	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> in progress	_____	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> completed	_____	_____
Sign installations		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> planned	_____	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> in progress	_____	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> completed	_____	_____
Public Improvements		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> planned	_____	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> in progress	_____	
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> completed	_____	_____
Your Main Street program:		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> encourages local planning and land use policies that will support revitalization of the neighborhood business district and facilitate redevelopment of commercial property		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> builds public awareness for the district's older, traditional buildings and for good design		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> provides training to merchants on visual merchandising		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> educates the community and youth on historic preservation issues		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> celebrates with special activities during National Preservation Week in May		
The Design Committee:		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> is active with enough members to be effective (please indicate size _____)		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> holds regularly scheduled meetings with an advance agenda that addresses the Committee work plan		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> accepts responsibility for the implementation of the work plan		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> communicates with other Committees and coordinates projects as appropriate		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> communicates its role and activities to the community and listens to community feedback		
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> conducts projects that are visible to the community		

List the types of projects or activities that the Design Committee completed last year, in the following areas:

BUILDING IMPROVEMENTS (e.g., loan or grant programs, design assistance, etc.)

1)

2)

3)

PUBLIC IMPROVEMENTS (e.g., streetscape, signage, parking lots, etc.)

1)

2)

3)

HISTORIC PRESERVATION (e.g., historic walking tours, saving local landmarks, education program/events)

1)

2)

OTHER DESIGN PROJECTS (that do not fit in a category above)

1)

2)

List any unfulfilled ambitions for this committee (e.g., disappointing results, cancelled projects, etc.)

1)

2)

3)

List any NEW projects the committee will be undertaking this year:

1)

2)

3)

List 3 items or topics to discuss with the assessment team in the area of Design.

1) _____

2) _____

3) _____

PROMOTION

This component of the Main Street Four Point Approach deals with marketing the neighborhood business district's assets to residents, visitors, investors and others through special events, retail promotion, and activities that improve the way the district is perceived.

The Promotion Committee has the job of promoting the district as the center of commerce, culture and community life. To be effective, this Committee must understand the changing market; define neighborhood business district's market niche; and use a targeted and **balanced** promotions campaign that includes image promotions, special events, and retail promotions to market the district and its assets.

Please list each promotion and its goal(s), target markets, and approximate attendance figures. Continue the list on the next page, if necessary:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes		No

Please check the statements that **most** apply to your Main Street program, using the box on the left if your response is "Yes" -- the middle box if your response is "Yes, but we need additional development/assistance" -- and the box on the right if your response is "No."

Feel free to write any additional comments in the margins.

Our annual promotions calendar is:

- ☐ ☐ ☐ developed and shared with all participants (**please attach calendar**)
☐ ☐ ☐ contains a balance of the types of promotions and is not focussed on type to the exclusion of others

Each promotion is:

- ☐ ☐ ☐ based on findings of a market analysis
☐ ☐ ☐ designed to support the program's current and long-term goals
☐ ☐ ☐ designed to achieve a specific intent and objective
☐ ☐ ☐ evaluated for effectiveness and ways to improve
☐ ☐ ☐ dropped from the calendar when it no longer supports program goals or is ineffective

The Promotions Committee uses a variety of media to regularly communicate current successes as well as future goals and plans to the public, including:

- ☐ ☐ ☐ brochures/printed material
☐ ☐ ☐ newspapers – press releases
☐ ☐ ☐ newspapers – advertisements
☐ ☐ ☐ radio – PSAs
☐ ☐ ☐ radio – advertisements
☐ ☐ ☐ television – PSAs
☐ ☐ ☐ television – advertisements
☐ ☐ ☐ newsletter
☐ ☐ ☐ printed mailings
☐ ☐ ☐ electronic mailings

Frequency (weekly, monthly, quarterly, annually)

- | | | |
|--|----------------------|-------|
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | public presentations | _____ |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | individual meetings | _____ |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | other | _____ |

The Promotions Committee:

- ☐ ☐ ☐ is active with enough members to be effective (what size? _____)
- ☐ ☐ ☐ holds regularly scheduled meetings with an advance agenda that addresses the Committee work plan
- ☐ ☐ ☐ accepts responsibility for the implementation of the work plan
- ☐ ☐ ☐ communicates with other Committees and coordinates projects as appropriate
- ☐ ☐ ☐ communicates its role and activities to the community and listens to community feedback
- ☐ ☐ ☐ conducts projects that are visible to the community
- ☐ ☐ ☐ initiates retail sales and retail events for local merchants (how many? _____)
- ☐ ☐ ☐ holds special events to draw people to the commercial district (how many? _____)
- ☐ ☐ ☐ promotes the neighborhood business district through marketing and image building

List the types of projects or activities that the Promotion Committee completed last year, in the following areas:

MARKETING AND IMAGE BUILDING

1)

2)

3)

RETAIL EVENTS

1)

2)

3)

SPECIAL EVENTS AND FESTIVALS

1)

2)

List any unfulfilled ambitions for this committee (e.g., disappointing results, cancelled projects, etc.)

1)

2)

3)

List any NEW projects the committee will be undertaking this year:

1)

2)

3)

List 3 items or topics to discuss with the assessment team in the area of Promotion.

1) _____

2) _____

3) _____

ECONOMIC RESTRUCTURING

This component of the Main Street Four Point Approach concentrates on strengthening the district's existing economic base while finding ways to expand its economy and introduce compatible new uses.

The Economic Restructuring (E/R) Committee has the job of identifying new market opportunities, strengthening existing businesses and recruiting new ones, finding new uses for historic commercial buildings and stimulating investment in property. To succeed, this Committee must understand the community's economic condition and opportunities for incremental market growth; develop financial incentives and capital; and monitor the neighborhood business district's economic performance.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes		No

Please check the statements that **most** apply to your Main Street program, using the box on the left if your response is "Yes" -- the middle box if your response is "Yes, but we need additional development/assistance" -- and the box on the right if your response is "No".

Provide additional comments in the margins.

The E/R Committee has:

- ☐ ☐ ☐ recently completed or updated a market analysis (please specify)
- ☐ ☐ ☐ completed a business inventory (when? _____)

The E/R Committee has an active business retention and expansion program, including

- ☐ ☐ ☐ regular seminars on a variety of topics
- ☐ ☐ ☐ business visitation program
- ☐ ☐ ☐ other, please describe: _____

The E/R Committee has an active business attraction program, including:

- ☐ ☐ ☐ target or "wish" list of desired businesses
- ☐ ☐ ☐ business attraction packet – that includes market data, available property, incentives
- ☐ ☐ ☐ business attraction team
- ☐ ☐ ☐ reconnaissance visits
- ☐ ☐ ☐ other, please describe: _____

The E/R Committee has an active property development and reuse program; please specify

The E/R Committee offers or makes use of a variety of incentives, including:

- ☐ ☐ ☐ Enterprise Zone (and EZ Bonds)
- ☐ ☐ ☐ HUB Zone (U.S. SBA)
- ☐ ☐ ☐ Community Development Block Grants
- ☐ ☐ ☐ Property Tax Abatement
- ☐ ☐ ☐ Tax Increment Financing District
- ☐ ☐ ☐ Technology Zone
- ☐ ☐ ☐ Incentive Grants (for equipment and inventory, rent subsidy, etc.)
- ☐ ☐ ☐ Job Training
- ☐ ☐ ☐ Other

The E/R Committee:

- ☐ ☐ ☐ is active with enough members to be effective (please indicate size ____)
- ☐ ☐ ☐ holds regularly scheduled meetings with an advance agenda that addresses the Committee work plan
- ☐ ☐ ☐ accepts responsibility for the implementation of the work plan
- ☐ ☐ ☐ communicates with other Committees and coordinates projects as appropriate
- ☐ ☐ ☐ communicates its role and activities to the community and listens to community feedback
- ☐ ☐ ☐ conducts projects that are visible to the community

Please list the types of projects or activities that the E/R Committee completed last year, in the following areas:

MARKET ANALYSIS

1)

2)

BUSINESS RETENTION, EXPANSION, AND RECRUITMENT

1)

2)

EDUCATIONAL WORKSHOPS

1)

2)

List any unfulfilled ambitions for this committee (e.g., disappointing results, cancelled projects, etc.)

1)

2)

3)

List any NEW projects the committee will be undertaking this year:

1)

2)

3)

List 3 items or topics to discuss with the assessment team in the area of Economic Restructuring.

1) _____

2) _____

3) _____

OVERALL ASSESSMENT OF THE PROGRAM

As a Board, please provide an overall assessment of your Main Street program, including progress and issues. Please comment on each of the Four Points and the most successful projects that have occurred in the past year. Use additional space if necessary.